



Comprehensive Economic Development Strategy

**2014-
2019**

CONTENTS

CHAPTER I - OVERVIEW	2
Introduction	2
Comprehensive Economic Development Strategy Overview	3
The Economic Development Administration (EDA).....	3
Overview of Black Hills Council of Local Governments.....	5
CEDS Strategic Committee	6
Regional Partners.....	6
CHAPTER II – THE REGION	8
Regional Overview and Analysis	8
Population & Economic Factors.....	9
POPULATION.....	9
BUSINESS PATTERNS.....	11
EMPLOYMENT	15
Income & Education	17
Housing.....	18
Geography and Climate	21
Transportation Access	22
Resources and the Environment	24
CHAPTER III-ACTION PLAN.....	29
Strategic Projects, Programs and Activities.....	31
CHAPTER IV-IMPLEMENTATION AND PERFORMANCE MEASURES.....	35
CHAPTER V- DISASTER AND ECONOMIC RECOVERY AND RESILIENCY	36
APPENDIX A- BHCLG 2013 BOARD AND STRATEGIC COMMITTEE	40

CHAPTER I - OVERVIEW

Introduction

The Black Hills Council of Local Governments' Comprehensive Economic Development Strategy (CEDS) details the ongoing economic development planning efforts for the region. The main goals of these planning efforts are to foster a sustainable and diverse economy; retain existing jobs and create new jobs; and, improve the quality of life of the people of western South Dakota.

The CEDS is the result of a continuing economic development planning process, developed with broad and diverse community participation, and contains the following:

- ✦ Background and history of the region, including its economy, geography, population, labor force, transportation access, resources, and environment;
- ✦ A discussion of community participation in the CEDS planning efforts;
- ✦ An analysis of the region's economic and community development opportunities and constraints;
- ✦ Goals and objectives that focus on capitalizing on the region's strengths and address the region's economic development constraints;
- ✦ An action plan that identifies projects that will help the region meet its economic development goals;
- ✦ Performance measures that will be used to evaluate to what extent goals and objectives have been met; and,
- ✦ A plan to ensure that the region is resilient to disasters.

While a CEDS is required for regions to qualify for Economic Development Administration (EDA) assistance under its public works programs, economic adjustment programs, and most planning programs, the process is vital to building consensus about the economic development goals of the region.

Comprehensive Economic Development Strategy Overview

This Comprehensive Economic Development Strategy (CEDS) for the Black Hills Council of Local governments (BHCLG) is prepared in accordance with U.S. Economic Development Administration's (EDA) guidelines. The EDA's mission, investment policy, and expectations regarding the CEDS document, planning process and implementation are outlined below.

The Economic Development Administration (EDA)

The mission of EDA is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

The Economic Development Administration's investment policy is designed to establish a foundation for sustainable job growth and the building of durable regional economies throughout the United States. This foundation builds upon two key economic drivers -*innovation and regional collaboration*. Innovation is key to global competitiveness, new and better jobs, a resilient economy, and the attainment of national economic goals. Regional collaboration is essential for economic recovery because regions are the centers of competition in the new global economy and those that work together to leverage resources and use their strengths to overcome weaknesses will fare better than those that do not. EDA encourages its partners around the country to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate *readiness and ability to use funds quickly and effectively*, and link to specific and measureable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

❖ Collaborative Regional Innovation Initiatives

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

❖ Public/Private Partnerships Investments

Investments that use both public- and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

❖ National Strategic Priorities Initiatives

Priorities that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.

❖ Global Competitiveness Initiatives

Initiatives that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs back to the U.S.

❖ Environmentally-Sustainable Development Investments

Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.

❖ Economically Distressed and Underserved Communities Investments

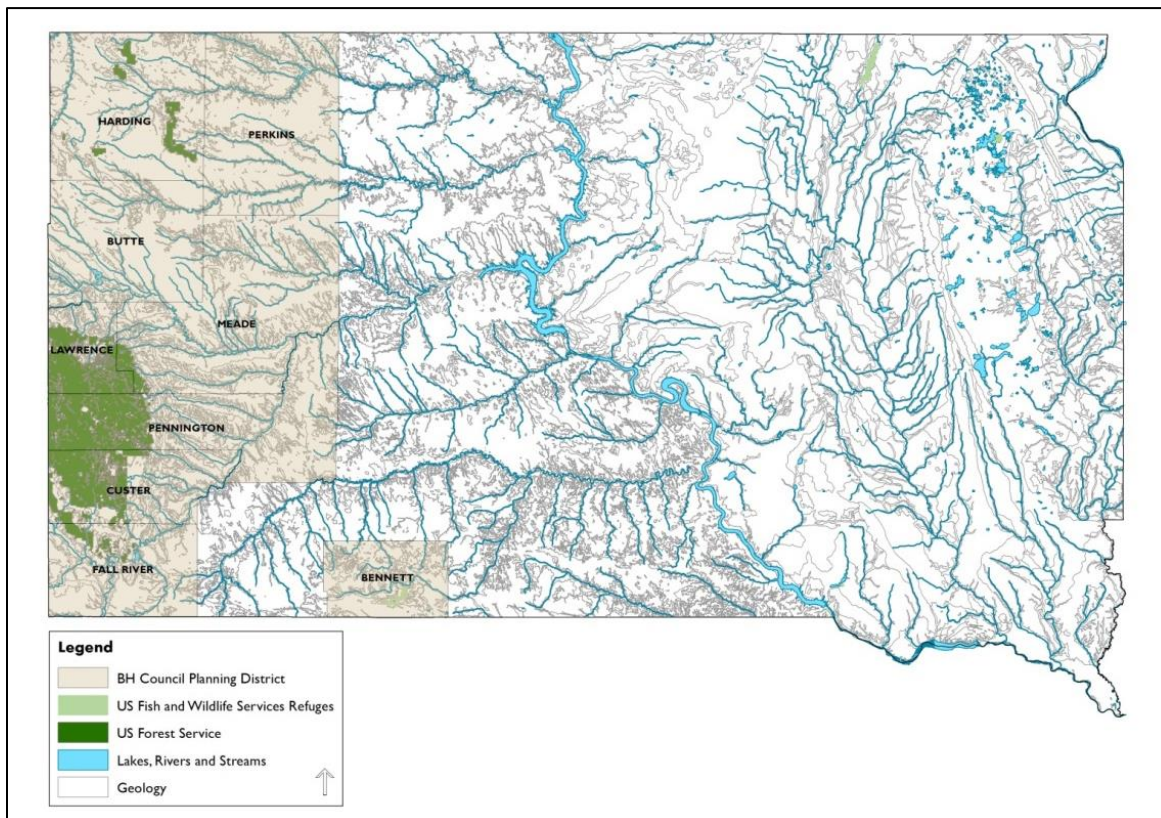
Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

Overview of Black Hills Council of Local Governments

The Black Hills Council of Local Governments (BHCLG) is one of six Planning and Development Districts in South Dakota, with a region that covers a nine-county area in western South Dakota. Since 1972, BHCLG has provided professional planning and community development services to its member communities. BHCLG's role is broad and dynamic to reflect the changing needs of its members. However, its primary purpose always remains the same—to enhance the quality of life for the people of western South Dakota.

The district includes local government entities in Bennett County, Butte County, Custer County, Fall River County, Harding County, Lawrence County, Meade County, Pennington County, and Perkins County. The governing body of Black Hills Council is a composed of 25 appointed members, representing 19 distinct entities of local government. Since 1972, the governing body has led the economic development plan planning process.

FIGURE 1: BLACK HILLS COUNCIL OF LOCAL GOVERNMENTS PLANNING DISTRICT



CEDS Strategic Committee

The CEDS Strategic Committee for the Black Hills Council of Local Governments is made up of members of one of our regional partner organizations: Black Hills Community Economic Development. Black Hills Community Economic Development consists of forty-two members representing both the public and private sectors. The Committee includes representation from local governments, economic development organizations, financial institutions, real estate companies, and local private businesses. The Committee represents all stakeholders as required by the CEDS process to make certain that a broad range of viewpoints have been considered and that local skills and resources have been utilized. The CEDS Strategic Committee Members are listed in Appendix A.

Regional Partners

Over the years, many efforts have been implemented to enhance the relationship between the public and private sector in the western South Dakota; a list of our partner organizations is provided below.

❖ *Black Hills Community Economic Development*

In 2010, Black Hills Council of Local Governments and Black Hills Community Economic Development formed a strategic partnership. Both organization serve much of the same territory and saw efficiencies could be realized in sharing resources. With BHCED loan programs and other economic development programs combined with the community development resources BHCLG has, this partnership has allowed both organizations to serve the constituents of western South Dakota in a more effective manner.

❖ *West River Business Service Center*

West River Business Center is collaboration between the West River Foundation for Economic Development, South Dakota Small Business Development Center, South Dakota Procurement Technical Assistant Center, South Dakota Manufacturing and Technical Solutions and SCORE. It is a “One-Stop” shop for business help and provides a combination of business assistance and financing through several revolving loan programs.

❖ *Black Hills Business Council*

Black Hills Business Council is the region’s Chamber of Commerce and Economic Development Corporation Directors group that meets once a month. The purpose of this group is to discuss regional activities and issues.

❖ *Black Hills Vision*

Black Hills Vision is a regional economic group that fundraises for regional activities. It is made up of both public and private sector members who have contributed to the fund. Black Hills Vision sponsors a wide range of initiatives throughout the region.

❖ *SD Governor's Office of Economic Development (GOED)*

BHCLG has long-standing relationship with the GOED through both contracting services for the region and working closely with staff on economic development issues. The GOED partners with South Dakota's Planning Districts to distribute information about GOED programs.

❖ *Career Learning Center of the Black Hills*

BHCLG partners with the Career Learning Center on workforce development issues. The Career Learning Center has a number different service that helps individuals enter the workforce and expand their education and skills.

In addition to the entities listed above, BHCLG has established relationships with many State and Federal agencies, local foundations, and other regional organizations. These include the South Dakota Department of Environment and Natural Resources, USDA Rural Development, South Dakota Department of Transportation, South Dakota Housing Development Authority, FEMA, John T. Vucurevich Foundation, South Dakota Office of Emergency Management, Theodore Roosevelt Expressway, and Heartland Expressway.

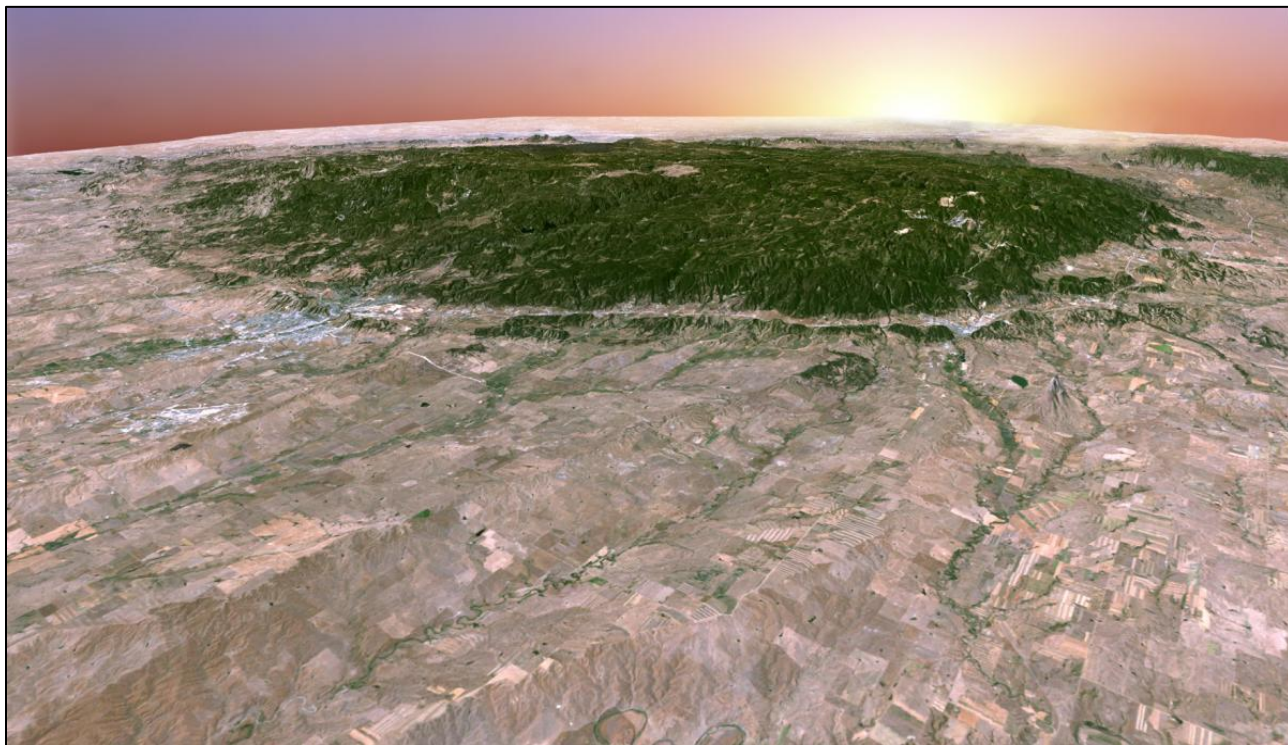
CHAPTER II – THE REGION

Regional Overview and Analysis

The Black Hills Council of Local Government’s region spans the entire length of the state of South Dakota—from Nebraska to North Dakota—and 140 miles from the western state line to the eastern Bennett County boundary in the southern part of the district, and 100 miles from the western state line to the eastern Perkins County boundary in the north.

The district encompasses a wide range of terrains from the rolling prairies and farmland to the Black Hills. The region is characterized by contrasting landforms with the forested, uplift Black Hills covering a southwestern of the area, prairie, farmland, and eroding Badlands along the eastern portion and grassland and farmland along the northern portion of the region. While the Black Hills is the predominate physical feature of the region, the region has many different features such as the erosion create Badlands, the large lake/wetlands complex of LaCreek National Wildlife Refuge, and isolate buttes of the prairie. Figure 2 is a composite aerial image set over a wireframe model that gives a general representation of the region.

FIGURE 2: BLACK HILLS COMPOSITE AERIAL IMAGE



Population & Economic Factors

The region's economy has long been dominated by three sectors: Agriculture, Tourism, and Government. It is due to these sectors that the region is often isolated from some of the national economic trends; the rapid growth and decline experienced in many parts of the country generally do not occur. However, regional leaders have been looking a number of ways to diversify the economy of the region.

POPULATION

The Black Hills of South Dakota were inhabited by the Gatche Apache, Cheyenne, Kiowa and Lakota tribes prior to European settlement of the area. While reports of missionaries and trappers were accounted for in the 1790s, it was not until 1874, with the General George Custer expedition to the Black Hills and the discovery of gold east of the city of Custer that White settlement of the area began. With the discovery of gold, it did not take long for thousands of people to arrive seeking their fortune. In addition to the gold rush in the Black Hills, the Homestead Act opened up much of the area to settlement.

The Black Hills is the second largest population center in the state. The area is has a diverse population due to the influence of Ellsworth Air Force Base, a growing Hispanic population, and the indigenous American Indian population. The region has seen steady growth over the last twenty years. Table 1 illustrates the population trends from 1990 to 2010 within Black Hills Council's nine-county district.

In 2010, the region's population was 183,567. The district as a whole has experienced a 19 percent population increase in the last 20 years. In general, Pennington, Custer, Butte, Meade and Lawrence Counties have all experienced population increases since 1990. However, the populations of Bennett, Harding and Perkins Counties have continued to drop over the last 20 years. And in the last 10 years, Fall River County also witnessed population decline.

TABLE 1: REGIONAL POPULATION TRENDS, 1990 - 2010

County	City/Town	Population			Percent Change	
		1990	2000	2010	1990-2000	2000-2010
Bennett County		3,206	3,574	3,431	11.5%	-4.00%
	Martin	1,151	1,106	1,071	-3.9%	-3.2%
Butte County		7,914	9,094	10,110	14.9%	11.2%
	Belle Fourche	4,335	4,565	5,594	5.3%	22.5%
	Newell	675	646	603	-4.3%	-6.7%
Custer County		6,179	7,275	8,216	17.7%	12.9%
	Buffalo Gap	173	164	126	-5.2%	-23.2%
	Custer City	1,741	1,860	2,067	6.8%	11.1%
	Fairburn	62	80	85	29.0%	6.3%
	Hermosa	242	315	398	30.2%	26.4%
	Pringle	96	125	112	30.2%	-10.4%
Fall River County		7,353	7,453	7,094	1.4%	-4.8%
	Hot Springs	4,325	4,129	3,711	-4.5%	-10.1%
	Edgemont	906	867	774	-4.3%	-10.7%
	Oelrichs	138	145	126	5.1%	-13.1%
Harding County		1,669	1,353	1,255	-18.9%	-7.2%
	Buffalo	488	380	330	-22.1%	-13.2%
	Camp Crook	146	56	63	-61.6%	12.5%
Lawrence County		20,655	21,802	24,097	5.6%	10.5%
	Spearfish	6,966	8,606	10,494	23.5%	21.9%
	Deadwood	1,830	1,380	1,270	-24.6%	-7.9%
	Lead	3,632	3,027	3,124	-16.7%	3.2%
	Whitewood	891	844	927	-5.3%	9.8%
Meade County		21,878	24,253	25,434	10.9%	4.9%
	Faith	548	489	421	-10.8%	-13.9%
	Summerset	N/A	N/A	1,814	N/A	N/A
	Sturgis	5,330	6,442	6,627	20.9%	2.9%
	Piedmont	N/A	N/A	222	N/A	N/A
Pennington County		81,343	88,565	100,948	8.9%	13.9%
	Box Elder	2,680	2,841	7,800	6.0%	174.6%
	Hill City	650	780	948	20.0%	21.5%
	Keystone	232	311	337	34.1%	8.4%
	New Underwood	553	616	660	11.4%	7.1%
	Rapid City	54,523	59,607	67,956	9.3%	14%
	Wall	834	818	766	-1.9%	-6.4%
Perkins County		3,932	3,363	2,982	-14.5%	-11.3%
	Bison	451	373	333	-17.3%	-10.7%
	Lemmon	1,614	1,398	1,227	-13.4%	-12.2%
South Dakota		696,004	754,844	814,180	8.5%	7.9%
BH Council District		154,129	166,732	183,567	8.2%	10.1%

BUSINESS PATTERNS

The US Census, County Business Patterns data provides economic data on the number of establishments, paid employees, and annual payroll. Table 2 provides the 2010 County Business Patterns data for the district.

TABLE 2: REGIONAL BUSINESS PATTERNS

COUNTY	NORTH AMERICAN CLASSIFICATION SYSTEM	INDUSTRY	NUMBER	EMPLOYEES	ANNUAL PAYROLL	AVERAGE SALARY
Bennett	Total for all sectors		66	621	\$15,816,000	\$25,468.60
Bennett	Utilities		1	20-99	withheld	--
Bennett	Construction		11	51	\$2,257,000	\$44,254.90
Bennett	Manufacturing		1	0-19	withheld	--
Bennett	Wholesale trade		1	20-99	withheld	--
Bennett	Retail trade		15	131	\$2,140,000	\$16,335.88
Bennett	Transportation and warehousing		2	0-19	withheld	--
Bennett	Information		3	0-19	\$551,000	--
Bennett	Finance and insurance		4	0-19	withheld	--
Bennett	Professional, scientific, and technical services		5	12	\$229,000	\$19,083.33
Bennett	Administrative and support and waste management and remediation services		1	0-19	withheld	--
Bennett	Educational services		2	20-99	withheld	--
Bennett	Health care and social assistance		4	151	\$4,413,000	\$29,225.17
Bennett	Arts, entertainment, and recreation		1	0-19	withheld	--
Bennett	Accommodation and food services		7	20-99	\$433,000	--
Bennett	Other services (except public administration)		7	26	\$364,000	\$14,000.00
Bennett	Industries not classified		1	0-19	withheld	--
Butte	Total for all sectors		293	2,030	\$55,368,000	\$27,274.88
Butte	Agriculture, forestry, fishing and hunting		4	3	\$132,000	\$44,000.00
Butte	Mining, quarrying, and oil and gas extraction		2	100-249	withheld	--
Butte	Utilities		4	20-99	\$1,651,000	--
Butte	Construction		44	187	\$6,820,000	\$36,470.59
Butte	Manufacturing		17	180	\$5,166,000	\$28,700.00
Butte	Wholesale trade		11	121	\$2,906,000	\$24,016.53
Butte	Retail trade		51	419	\$10,239,000	\$24,436.75
Butte	Transportation and warehousing		12	98	\$3,375,000	\$34,438.78
Butte	Information		2	0-19	withheld	--
Butte	Finance and insurance		15	20-99	\$2,717,000	--
Butte	Real estate and rental and leasing		8	29	\$294,000	\$10,137.93
Butte	Professional, scientific, and technical services		19	69	\$2,203,000	\$31,927.54
Butte	Administrative and support and waste management and remediation services		10	36	\$524,000	\$14,555.56
Butte	Educational services		3	20-99	withheld	--
Butte	Health care and social assistance		29	266	\$7,736,000	\$29,082.71
Butte	Arts, entertainment, and recreation		6	9	\$162,000	\$18,000.00
Butte	Accommodation and food services		27	235	\$2,672,000	\$11,370.21
Butte	Other services (except public administration)		29	115	\$2,389,000	\$20,773.91
Custer	Total for all sectors		272	1,304	\$40,469,000	\$31,034.51
Custer	Agriculture, forestry, fishing and hunting		5	0-19	\$292,000	--
Custer	Mining, quarrying, and oil and gas extraction		6	42	\$1,740,000	\$41,428.57
Custer	Utilities		2	20-99	withheld	--
Custer	Construction		46	125	\$3,706,000	\$29,648.00

BLACK HILLS COUNCIL OF LOCAL GOVERNMENTS

Custer	Manufacturing	10	0-19	\$340,000	--
Custer	Wholesale trade	3	0-19	withheld	--
Custer	Retail trade	32	278	\$5,552,000	\$19,971.22
Custer	Transportation and warehousing	7	9	\$496,000	\$55,111.11
Custer	Information	4	20-99	withheld	--
Custer	Finance and insurance	8	20-99	withheld	--
Custer	Real estate and rental and leasing	9	0-19	\$331,000	--
Custer	Professional, scientific, and technical services	17	34	\$833,000	\$24,500.00
Custer	Management of companies and enterprises	1	0-19	withheld	--
Custer	Administrative and support and waste management and remediation services	13	30	\$751,000	\$25,033.33
Custer	Educational services	1	0-19	withheld	--
Custer	Health care and social assistance	20	227	\$8,159,000	\$35,942.73
Custer	Arts, entertainment, and recreation	11	20-99	withheld	--
Custer	Accommodation and food services	54	235	\$8,424,000	\$35,846.81
Custer	Other services (except public administration)	22	110	\$2,050,000	\$18,636.36
Custer	Industries not classified	1	0-19	withheld	--
Fall River	Total for all sectors	222	2,143	\$89,807,000	\$41,907.14
Fall River	Agriculture, forestry, fishing and hunting	1	0-19	withheld	--
Fall River	Mining, quarrying, and oil and gas extraction	3	20-99	withheld	--
Fall River	Utilities	1	0-19	withheld	--
Fall River	Construction	23	86	\$1,960,000	\$22,790.70
Fall River	Manufacturing	8	20-99	\$838,000	--
Fall River	Wholesale trade	3	0-19	withheld	--
Fall River	Retail trade	35	310	\$5,107,000	\$16,474.19
Fall River	Transportation and warehousing	1	0-19	withheld	--
Fall River	Information	4	20-99	withheld	--
Fall River	Finance and insurance	13	20-99	\$2,343,000	--
Fall River	Real estate and rental and leasing	9	0-19	\$178,000	--
Fall River	Professional, scientific, and technical services	12	20-99	\$1,003,000	--
Fall River	Administrative and support and waste management and remediation services	5	0-19	withheld	--
Fall River	Educational services	1	0-19	withheld	--
Fall River	Health care and social assistance	22	1,000-2,499	withheld	--
Fall River	Arts, entertainment, and recreation	3	20-99	withheld	--
Fall River	Accommodation and food services	45	336	\$3,927,000	\$11,687.50
Fall River	Other services (except public administration)	32	109	\$1,382,000	\$12,678.90
Fall River	Industries not classified	1	0-19	withheld	--
Harding	Total for all sectors	34	250-499	\$9,149,000	--
Harding	Mining, quarrying, and oil and gas extraction	3	20-99	withheld	--
Harding	Utilities	1	0-19	withheld	--
Harding	Construction	6	20-99	withheld	--
Harding	Retail trade	4	20-99	\$478,000	--
Harding	Transportation and warehousing	2	0-19	withheld	--
Harding	Information	1	0-19	withheld	--
Harding	Finance and insurance	2	0-19	withheld	--
Harding	Professional, scientific, and technical services	2	0-19	withheld	--
Harding	Health care and social assistance	5	100-249	withheld	--
Harding	Arts, entertainment, and recreation	1	0-19	withheld	--
Harding	Accommodation and food services	4	20	\$237,000	\$11,850.00
Harding	Other services (except public administration)	3	0-19	withheld	--

BLACK HILLS COUNCIL OF LOCAL GOVERNMENTS

Lawrence	Total for all sectors	968	10,203	\$265,114,000	\$25,983.93
Lawrence	Agriculture, forestry, fishing and hunting	11	20-99	\$1,002,000	--
Lawrence	Mining, quarrying, and oil and gas extraction	7	195	\$14,127,000	\$72,446.15
Lawrence	Utilities	5	20-99	withheld	--
Lawrence	Construction	131	579	\$19,289,000	\$33,314.34
Lawrence	Manufacturing	38	446	\$15,594,000	\$34,964.13
Lawrence	Wholesale trade	17	201	\$5,890,000	\$29,303.48
Lawrence	Retail trade	134	1,450	\$34,944,000	\$24,099.31
Lawrence	Transportation and warehousing	36	180	\$3,724,000	\$20,688.89
Lawrence	Information	13	100-249	withheld	--
Lawrence	Finance and insurance	49	830	\$26,202,000	\$31,568.67
Lawrence	Real estate and rental and leasing	58	204	\$4,671,000	\$22,897.06
Lawrence	Professional, scientific, and technical services	73	312	\$8,947,000	\$28,676.28
Lawrence	Management of companies and enterprises	5	20-99	\$5,251,000	--
Lawrence	Administrative and support and waste management and remediation services	42	125	\$2,877,000	\$23,016.00
Lawrence	Educational services	6	31	\$221,000	\$7,129.03
Lawrence	Health care and social assistance	79	1,278	\$46,705,000	\$36,545.38
Lawrence	Arts, entertainment, and recreation	44	617	\$10,329,000	\$16,740.68
Lawrence	Accommodation and food services	131	3,107	\$52,633,000	\$16,940.14
Lawrence	Other services (except public administration)	87	364	\$7,658,000	\$21,038.46
Lawrence	Industries not classified	2	0-19	withheld	--

\$0

Meade	Total for all sectors	671	5,011	\$195,089,000	\$38,932.15
Meade	Agriculture, forestry, fishing and hunting	3	0-19	withheld	--
Meade	Mining, quarrying, and oil and gas extraction	5	0-19	withheld	--
Meade	Utilities	4	0-19	withheld	--
Meade	Construction	118	632	\$24,180,000	\$38,259.49
Meade	Manufacturing	37	241	\$7,379,000	\$30,618.26
Meade	Wholesale trade	25	138	\$4,448,000	\$32,231.88
Meade	Retail trade	81	627	\$14,990,000	\$23,907.50
Meade	Transportation and warehousing	52	374	\$9,531,000	\$25,483.96
Meade	Information	12	20-99	\$2,197,000	--
Meade	Finance and insurance	26	196	\$8,102,000	\$41,336.73
Meade	Real estate and rental and leasing	26	20-99	\$1,372,000	--
Meade	Professional, scientific, and technical services	46	187	\$4,705,000	\$25,160.43
Meade	Administrative and support and waste management and remediation services	41	129	\$3,497,000	\$27,108.53
Meade	Educational services	4	0-19	withheld	--
Meade	Health care and social assistance	39	1,509	\$97,698,000	\$64,743.54
Meade	Arts, entertainment, and recreation	20	85	\$1,254,000	\$14,752.94
Meade	Accommodation and food services	70	484	\$8,593,000	\$17,754.13
Meade	Other services (except public administration)	60	100-249	\$5,224,000	--
Meade	Industries not classified	2	0-19	withheld	--

\$0

Pennington	Total for all sectors	3,557	43,540	\$1,399,875,000	\$32,151.47
Pennington	Agriculture, forestry, fishing and hunting	7	0-19	\$304,000	--
Pennington	Mining, quarrying, and oil and gas extraction	11	164	\$11,657,000	\$71,079.27
Pennington	Utilities	13	250-499	withheld	--
Pennington	Construction	430	3,191	\$132,078,000	\$41,390.79
Pennington	Manufacturing	115	2,060	\$80,422,000	\$39,039.81
Pennington	Wholesale trade	171	1,970	\$84,966,000	\$43,129.95
Pennington	Retail trade	588	8,010	\$186,597,000	\$23,295.51
Pennington	Transportation and warehousing	119	777	\$27,699,000	\$35,648.65

BLACK HILLS COUNCIL OF LOCAL GOVERNMENTS

Pennington	Information	47	1,058	\$37,800,000	\$35,727.79
Pennington	Finance and insurance	221	2,637	\$125,495,000	\$47,590.06
Pennington	Real estate and rental and leasing	155	619	\$18,974,000	\$30,652.67
Pennington	Professional, scientific, and technical services	303	1,834	\$68,760,000	\$37,491.82
Pennington	Management of companies and enterprises	22	663	\$41,974,000	\$63,309.20
Pennington	Administrative and support and waste management and remediation services	174	1,951	\$37,417,000	\$19,178.37
Pennington	Educational services	35	596	\$18,824,000	\$31,583.89
Pennington	Health care and social assistance	344	8,225	\$339,382,000	\$41,262.25
Pennington	Arts, entertainment, and recreation	102	955	\$18,129,000	\$18,983.25
Pennington	Accommodation and food services	350	6,182	\$91,947,000	\$14,873.34
Pennington	Other services (except public administration)	342	2,184	\$49,885,000	\$22,841.12
Pennington	Industries not classified	8	6	\$84,000	\$14,000.00
\$0					
Perkins	Total for all sectors	135	814	\$20,059,000	\$24,642.51
Perkins	Mining, quarrying, and oil and gas extraction	1	0-19	withheld	--
Perkins	Utilities	3	20-99	withheld	--
Perkins	Construction	16	46	\$1,276,000	\$27,739.13
Perkins	Manufacturing	4	100-249	withheld	--
Perkins	Wholesale trade	6	76	\$2,037,000	\$26,802.63
Perkins	Retail trade	21	117	\$2,501,000	\$21,376.07
Perkins	Transportation and warehousing	8	0-19	withheld	--
Perkins	Information	3	0-19	withheld	--
Perkins	Finance and insurance	12	57	\$2,166,000	\$38,000.00
Perkins	Real estate and rental and leasing	1	0-19	withheld	--
Perkins	Professional, scientific, and technical services	6	0-19	\$133,000	--
Perkins	Administrative and support and waste management and remediation services	2	0-19	withheld	--
Perkins	Health care and social assistance	16	156	\$3,148,000	\$20,179.49
Perkins	Arts, entertainment, and recreation	4	0-19	withheld	--
Perkins	Accommodation and food services	10	53	\$450,000	\$8,490.57
Perkins	Other services (except public administration)	22	79	\$1,043,000	\$13,202.53

As identified in Table 2 there are a number of industries that are having a notable impact on the region's economy. In 2011, the Rapid City Economic Development Partnership and Black Hills Vision commissioned a region-wide economic development study to identify potential opportunity industries and strategies for creating better paying jobs. Black Hills Council is a partner in these efforts. This economic study shows notable growth opportunities in six, high-value adding industry sectors because of their potential to create wealth in the regional economy as a whole by increasing the presence of higher paying jobs.

The Strategic Employment Opportunities: Harnessing New Potential in Rapid City and the Black Hills Region (2010 – 2015) report identified six industry clusters¹:

❖ Energy and Extractive

The region is home to more than 480 energy and extractive business. The study cites \$34.9 million in new earnings and 609 new jobs—with an average salary of \$57,291—in this industry from 2006-2011.

❖ Healthcare and Life Sciences

The region is home to 42 healthcare related organizations. The industry added close to 1,400 jobs (14.5 percent growth) and \$71.5 million in new earnings from 2006-2011.

❖ Business Services

The region has 21 business service firms. The industry added 1,200 new jobs (24 percent growth) and \$55.2 million in new earnings from 2006-2011.

❖ Metalwork-Engineering

The region has 50 metalwork manufacturing firms. The industry added 169 new jobs and \$7.8 million in earnings from 2006-2011.

❖ Food and Beverage Processing-Technology

The region is home to 30 firms in this industry. The industry grew by 136 new jobs with \$7.3 million in earnings from 2006-2011.

❖ Finance and Insurance

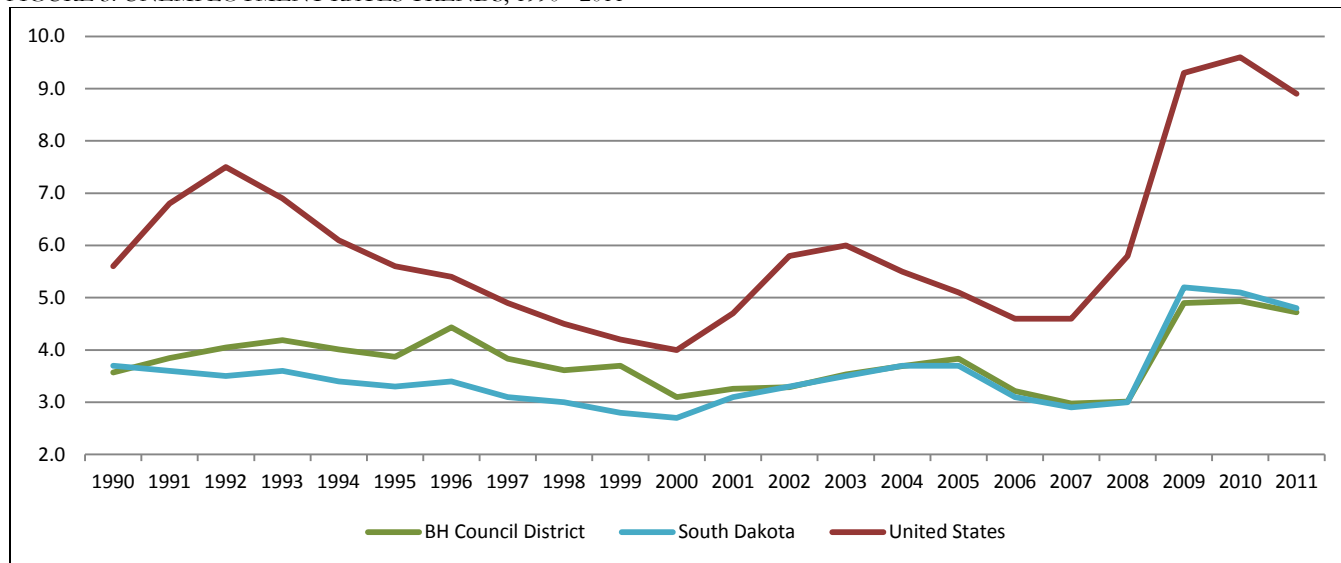
The region has 35 firms in this industry. The industry added 1,010 new jobs (14 percent growth) from 2006-2011.

EMPLOYMENT

The unemployment rate for the region has historically been significantly lower than the national average. One factor to this is the strong tourism and retail trade/service industry. However, these jobs often are low paying and are not full time. The South Dakota Governor's Office of Economic Development 2013

Labor Profile indicates that in June of 2013 that there were 17,875 unemployed workers however, 81,225 underemployed workers. The region sees the low wages and seasonal employment leading to a growing number of people to add second or even third jobs to meet living costs.

FIGURE 3: UNEMPLOYMENT RATES TRENDS, 1990 - 2011



Source: Bureau of Labor Statistics

TABLE 3: UNEMPLOYMENT RATES

	Bennett County	Butte County	Custer County	Fall River County	Harding County	Lawrence County	Meade County	Pennington County	Perkins County	BH Council District	South Dakota	United States
2000	3.9	3.0	3.2	4.1	2.9	3.0	2.6	2.5	2.7	3.1	2.7	4
2001	4.0	3.3	3.4	4.0	2.6	3.3	2.9	2.9	2.9	3.3	3.1	4.7
2002	4.3	3.2	3.4	4.0	2.5	2.9	3.0	3.1	3.2	3.3	3.3	5.8
2003	3.8	3.4	3.8	4.7	2.9	3.3	3.4	3.3	3.2	3.5	3.5	6
2004	4.0	3.6	3.9	4.2	3.2	3.5	3.6	3.4	3.8	3.7	3.7	5.5
2005	5.9	3.4	3.7	3.9	3.2	3.4	3.6	3.5	3.9	3.8	3.7	5.1
2006	4.7	2.7	3.0	3.5	2.9	2.9	3.2	3.0	3	3.2	3.1	4.6
2007	4.1	2.7	2.8	3.3	2.7	2.6	2.9	2.7	3	3.0	2.9	4.6
2008	3.9	2.7	2.8	3.3	2.6	2.8	3.1	2.9	3	3.0	3.0	5.8
2009	5.6	5.3	4.4	6.3	3.3	4.5	5.2	5.1	4.4	4.9	5.2	9.3
2010	6.1	4.9	4.8	5.4	3.4	4.7	5.7	5.2	4.2	4.9	5.1	9.6
2011	5.9	4.6	4.6	5.1	3.8	4.6	5.0	4.7	4.2	4.7	4.8	8.9

Source: Bureau of Labor Statistics

Income & Education

Table 4 provides additional information on the population characteristics of the district. The per capita income estimates for each county, the district as a whole, and the state as a whole are shown in the first column. It is evident that the per capita income throughout the district varies greatly from county to county. Bennett County has the lowest per capita income in the region, at just \$17,285. Consequently, Bennett County also has the highest percentage of people below the poverty level. Lawrence County has the highest per capita income in the district, closely followed by Pennington County. Custer County has the lowest percentage of people below the poverty level of the counties within the district. The overall average per capita income for the district is \$23,538, just below the state average of \$24,925, and below the national average of \$27,915.

TABLE 4: POPULATION CHARACTERISTICS

	Per Capita Income ⁱⁱ	Persons Below Poverty ⁱⁱⁱ	Median Age ^{iv}	High School Graduates ^v	Bachelor's Degree or Higher ^{vi}
Bennett County	\$17,285	35.5%	28.7	80.7%	15.6%
Butte County	\$20,921	15.0%	41.1	86.5%	16.9%
Custer County	\$25,525	9.4%	50.3	92.5%	30.4%
Fall River County	\$24,494	14.2%	50.5	90.0%	20.9%
Harding County	\$22,717	12.8%	43.3	88.0%	31.2%
Lawrence County	\$26,994	14.1%	41	92.7%	31.2%
Meade County	\$24,133	12.1%	35.9	92.4%	21.5%
Pennington County	\$26,451	13.1%	36.8	91.7%	27.7%
Perkins County	\$23,325	13.5%	48.5	87.4%	18.3%
BH Council District	\$23,538	17.4%	41.8	89.1%	23.7%
South Dakota	\$24,925	13.8%	36.9	89.8%	25.8%

Table 4 also provides information on the population's educational attainment. Overall, 89.1 percent of the district's population 25 years old and older has a high-school diploma and 23.7 percent have a bachelor's degree. Custer, Meade, and Lawrence Counties have the highest percentage of high school graduates. Lawrence County and Harding County have the highest percentage of people with a bachelor's degree.

Housing

Housing is a critical issue in economic development particularly insuring that there is a broad range of housing types and prices available to all segments of the population. There have been a number of discussions in the region focus on “workforce” housing and meeting the needs of the entry level or service sector employees. In addition, the issue of available financing in the rural areas. Often there are not enough comparable sales in rural area to allow for conventional mortgage. Also, sales of older homes are at a reduced price due to lack of market and set undervalue for new home construction. Table 5 shows a number of housing statistics for the region.

TABLE 5: HOUSING CHARACTERISTICS

Subject	Bennett County		Butte County		Custer County		Fall River County		Harding County		Lawrence County		Meade County		Pennington County		Perkins County	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
HOUSING OCCUPANCY																		
Total housing units	1,306	--	4,589	--	4,566	--	4,176	--	701	--	12,595	--	11,008	--	44,542	--	1,774	--
Occupied housing units	1,138	87.1%	3,989	86.9%	3,737	81.8%	3,200	76.6%	515	73.5%	10,715	85.1%	9,933	90.2%	40,306	90.5%	1,307	73.7%
Vacant housing units	168	12.9%	600	13.1%	829	18.2%	976	23.4%	186	26.5%	1,880	14.9%	1,075	9.8%	4,236	9.5%	467	26.3%
Homeowner vacancy rate	3.9	(X)	3.8	(X)	3.7	(X)	0.0	(X)	0.0	(X)	0.4	(X)	1.9	(X)	2.2	(X)	1.7	(X)
Rental vacancy rate	4.3	(X)	4.2	(X)	5.2	(X)	12.9	(X)	13.1	(X)	6.5	(X)	13.7	(X)	4.9	(X)	11.2	(X)
UNITS IN STRUCTURE																		
Total housing units	1,306	--	4,589	--	4,566	--	4,176	--	701	--	12,595	--	11,008	--	44,542	--	1,774	--
1-unit, detached	1,015	77.7%	3,154	68.7%	3,486	76.3%	2,567	61.5%	560	79.9%	7,853	62.4%	7,148	64.9%	27,825	62.5%	1,352	76.2%
1-unit, attached	18	1.4%	102	2.2%	88	1.9%	175	4.2%	8	1.1%	546	4.3%	959	8.7%	1,785	4.0%	9	0.5%
2 units	24	1.8%	43	0.9%	24	0.5%	48	1.1%	0	0.0%	124	1.0%	239	2.2%	1,577	3.5%	0	0.0%
3 or 4 units	19	1.5%	96	2.1%	60	1.3%	74	1.8%	2	0.3%	498	4.0%	396	3.6%	1,584	3.6%	76	4.3%
5 to 9 units	42	3.2%	33	0.7%	29	0.6%	124	3.0%	13	1.9%	605	4.8%	187	1.7%	1,337	3.0%	11	0.6%
10 to 19 units	0	0.0%	138	3.0%	134	2.9%	78	1.9%	4	0.6%	647	5.1%	88	0.8%	1,670	3.7%	66	3.7%
20 or more units	32	2.5%	29	0.6%	31	0.7%	393	9.4%	2	0.3%	759	6.0%	202	1.8%	3,402	7.6%	50	2.8%
Mobile home	156	11.9%	994	21.7%	714	15.6%	704	16.9%	112	16.0%	1,552	12.3%	1,773	16.1%	5,351	12.0%	210	11.8%
YEAR STRUCTURE BUILT																		
Total housing units	1,306	--	4,589	--	4,566	--	4,176	--	701	--	12,595	--	11,008	--	44,542	--	1,774	--
Built 2005 or later	0	0.0%	403	8.8%	273	6.0%	156	3.7%	7	1.0%	769	6.1%	1,056	9.6%	2,973	6.7%	28	1.6%
Built 2000 to 2004	54	4.1%	253	5.5%	440	9.6%	338	8.1%	8	1.1%	1,340	10.6%	1,004	9.1%	4,437	10.0%	73	4.1%
Built 1990 to 1999	153	11.7%	411	9.0%	780	17.1%	439	10.5%	79	11.3%	1,622	12.9%	2,144	19.5%	5,805	13.0%	102	5.7%
Built 1980 to 1989	144	11.0%	406	8.8%	652	14.3%	276	6.6%	75	10.7%	1,733	13.8%	1,543	14.0%	6,520	14.6%	105	5.9%
Built 1970 to 1979	274	21.0%	692	15.1%	904	19.8%	930	22.3%	151	21.5%	2,366	18.8%	2,924	26.6%	9,271	20.8%	341	19.2%
Built 1960 to 1969	167	12.8%	464	10.1%	279	6.1%	229	5.5%	46	6.6%	726	5.8%	493	4.5%	4,183	9.4%	169	9.5%
Built 1950 to 1959	114	8.7%	465	10.1%	344	7.5%	482	11.5%	67	9.6%	927	7.4%	508	4.6%	5,895	13.2%	285	16.1%
Built 1940 to 1949	122	9.3%	417	9.1%	184	4.0%	282	6.8%	67	9.6%	446	3.5%	306	2.8%	1,919	4.3%	153	8.6%
Built 1939 or earlier	278	21.3%	1,078	23.5%	710	15.5%	1,044	25.0%	201	28.7%	2,666	21.2%	1,030	9.4%	3,539	7.9%	518	29.2%

BLACK HILLS COUNCIL OF LOCAL GOVERNMENTS

HOUSING TENURE																			
Occupied housing units	1,138	--	3,989	--	3,737	--	3,200	--	515	--	10,715	--	9,933	--	40,306	--	1,307	--	
Owner-occupied	673	59.1%	2,982	74.8%	2,922	78.2%	2,191	68.5%	382	74.2%	7,019	65.5%	7,093	71.4%	26,643	66.1%	949	72.6%	
Renter-occupied	465	40.9%	1,007	25.2%	815	21.8%	1,009	31.5%	133	25.8%	3,696	34.5%	2,840	28.6%	13,663	33.9%	358	27.4%	
Average household size of owner-occupied unit	2.33	--	2.61	--	2.11	--	2.20	--	2.48	--	2.28	--	2.54	--	2.53	--	2.37	--	
Average household size of renter-occupied unit	3.86	--	2.11	--	1.95	--	1.75	--	2.38	--	1.76	--	2.26	--	2.14	--	1.56	--	
VALUE																			
Owner-occupied units	673	--	2,982	--	2,922	--	2,191	--	382	--	7,019	--	7,093	--	26,643	--	949	--	
Less than \$50,000	343	51.0%	581	19.5%	308	10.5%	435	19.9%	129	33.8%	1,095	15.6%	950	13.4%	3,000	11.3%	418	44.0%	
\$50,000 to \$99,999	131	19.5%	676	22.7%	452	15.5%	708	32.3%	125	32.7%	1,075	15.3%	823	11.6%	3,002	11.3%	249	26.2%	
\$100,000 to \$149,999	111	16.5%	663	22.2%	448	15.3%	229	10.5%	43	11.3%	855	12.2%	1,625	22.9%	6,741	25.3%	84	8.9%	
\$150,000 to \$199,999	11	1.6%	343	11.5%	570	19.5%	273	12.5%	25	6.5%	1,460	20.8%	1,607	22.7%	5,968	22.4%	59	6.2%	
\$200,000 to \$299,999	18	2.7%	371	12.4%	514	17.6%	307	14.0%	17	4.5%	1,537	21.9%	1,254	17.7%	4,606	17.3%	41	4.3%	
\$300,000 to \$499,999	35	5.2%	232	7.8%	438	15.0%	176	8.0%	17	4.5%	706	10.1%	602	8.5%	2,481	9.3%	22	2.3%	
\$500,000 to \$999,999	11	1.6%	49	1.6%	153	5.2%	30	1.4%	10	2.6%	167	2.4%	207	2.9%	678	2.5%	30	3.2%	
\$1,000,000 or more	13	1.9%	67	2.2%	39	1.3%	33	1.5%	16	4.2%	124	1.8%	25	0.4%	167	0.6%	46	4.8%	
Median (dollars)	47,600	(X)	117,600	(X)	164,300	(X)	91,000	(X)	66,200	(X)	163,700	(X)	153,400	(X)	153,700	(X)	55,000	(X)	
GROSS RENT																			
Occupied units paying rent	449	--	841	--	592	--	926	--	56	--	3,512	--	2,309	--	12,961	--	254	--	
Less than \$200	69	15.4%	33	3.9%	22	3.7%	24	2.6%	0	0.0%	155	4.4%	107	4.6%	623	4.8%	62	24.4%	
\$200 to \$299	51	11.4%	42	5.0%	39	6.6%	170	18.4%	16	28.6%	157	4.5%	188	8.1%	621	4.8%	29	11.4%	
\$300 to \$499	170	37.9%	335	39.8%	201	34.0%	339	36.6%	30	53.6%	899	25.6%	421	18.2%	1,921	14.8%	103	40.6%	
\$500 to \$749	131	29.2%	231	27.5%	171	28.9%	226	24.4%	3	5.4%	1,599	45.5%	777	33.7%	4,180	32.3%	38	15.0%	
\$750 to \$999	10	2.2%	127	15.1%	112	18.9%	112	12.1%	7	12.5%	402	11.4%	586	25.4%	3,106	24.0%	17	6.7%	
\$1,000 to \$1,499	18	4.0%	73	8.7%	47	7.9%	49	5.3%	0	0.0%	280	8.0%	190	8.2%	2,151	16.6%	3	1.2%	
\$1,500 or more	0	0.0%	0	0.0%	0	0.0%	6	0.6%	0	0.0%	20	0.6%	40	1.7%	359	2.8%	2	0.8%	
Median (dollars)	405	(X)	506	(X)	534	(X)	430	(X)	429	(X)	543	(X)	615	(X)	708	(X)	370	(X)	

Source: US Census

Geography and Climate

The predominate feature of the region are the Black Hills. The Black Hills were created about 60 to 65 million years ago through an uplift event. The uplift created a dome about 120 miles long and 60 miles wide. This has created a dome of ancient Precambrian rocks surrounded by concentric circles of younger material dipping away from the center area. The Black Hills rise from the plains, which are about 3,000 feet above sea level, to 7,242 feet at its highest point, Harney Peak. The central core of the Black Hills is made up of Precambrian igneous and metamorphic rocks. This Precambrian core is the location of many of the mineral resources for the region, including gold, feldspar, and mica. Out from this central core are layers of sedimentary rocks. These sedimentary rocks are the main location for the region's aquifers.

Another feature of the region is the Badlands. This area is characterized by eroded buttes, pinnacles, and spires surrounded by prairie. The Badlands were formed when easily eroded material, such as clay or mud stone, is removed from a more resistant material, such as sandstone, leaving unique landscape of narrow ravines, ridges, buttes, and colorful pinnacles.

The landscapes across the remaining portion of the region were formed from the more erodible Pierre shale are known as the Tablelands because of the prevalence of plateaus and buttes or mesas. Rock types which are resistant to weathering cap the butte tops, are Cretaceous age shale, sandstone, and limestone. These sedimentary rocks were deposited over 65 million years ago in a vast inland sea that covered most of the state.

There are two National Forests and one National Grassland within the district. The Black Hills National Forest encompasses the majority of the land area in the Black Hills with a portion of the National Forest extending into the State of Wyoming. The Black Hills National Forest is located in Custer, Fall River, Lawrence, Meade, and Pennington Counties. A portion of the Custer National Forest is located in Harding County, around the Slim Buttes area. The Buffalo Gap National Grasslands is located in Custer, Fall River, and Pennington Counties.

How these National Forests and Grasslands are managed effect the region. National policies on timber harvest, grazing rights, and access all have effects on the regional economy. Congress designated the Black Elk Wilderness area in 1980. This designation encompasses 13,426 of National Forest Service land located in the center of the Black Hills National Forest in western South Dakota. The wilderness encompasses the Harney Range. It is the only wilderness in the district.

As previously noted, the Black Hills are the predominate physical feature in the region and also influence the unique climate of the region. Winters can bring warm Chinook winds making the Black Hills region the warmest area in the state. On the other hand, the region regularly experiences Arctic blasts, creating dangerous winter conditions. Western South Dakota has four-season climate. Year-to-year, there are wide variations in average temperatures and extreme temperature variations have been recorded, such as a

35 degree increase in 5 minutes and a fall of 62 degrees in less than 2 hours particularly along the foot hills of the Black Hills.

Precipitation also varies from throughout the district. Most precipitation falls during the growing season on the prairie, while the Black Hills, particularly the northern portion of the hills, see significant snow falls during the winter and spring seasons. The northern prairies have an average of less than 15 inches of precipitation per year, while the northern portion of the Black Hills averages more than 20 inches of moisture per year. Temperature extremes range from subzero temperatures in the winter to over 100 degrees in the summer.

Weather can have a significant impact on the region's economy, particularly as it relates to the agricultural sector. Cold weather and blizzards can devastate the ranching calving season, while drought can affect both the small grain farmers and reduce forage for livestock production.

TABLE 6: DISASTER DECLARATIONS

Date	Type of Disaster	Counties
11/8/13	Severe Winter Storm, Snowstorm, and Flooding	Butte, Custer, Fall River, Harding, Lawrence, Meade, Pennington, and Perkins
6/28/13	Severe Storms, Tornadoes, and Flooding	Lawrence
5/13/11	Flooding	Butte and Perkins
9/23/10	Severe Storms and Flooding	Fall River
7/29/10	Severe Storms, Tornadoes, and Flooding	Perkins
5/13/10	Sever Winter Strom	Perkins
3/10/10	Sever Winter Strom	Harding, Meade, and Perkins
6/16/2009	Severe Storms and Flooding	Butte and Harding

Source: www.fema.gov/disasters

Transportation Access

Transportation is critical to economic vitality of a region. The region has three main transportation systems which include highways; airports; and rail. Each of these systems is critical to the long-term growth of the region.

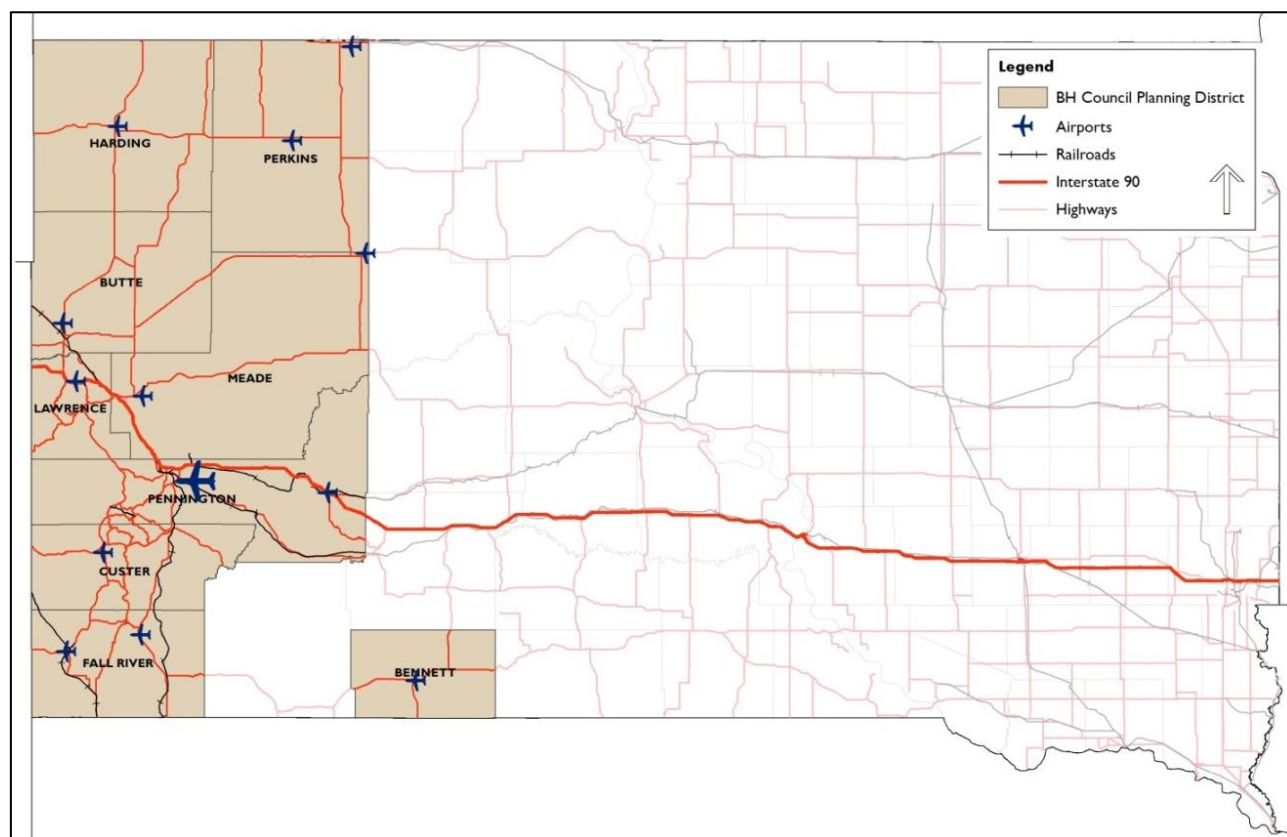
The highway system is the primary system used to transport both people and goods. Interstate 90 is the primary east/west highway corridor. The region has for many years been working on enhancing a north/south highway system. Partnerships with the Ports-to-Plains Alliance, Heartland Expressway, and Theodore Roosevelt Expressway have helped bring forward this issue, not only in South Dakota, but from North Dakota to Texas.

The region is served by Rapid City Regional Airport as its primary commercial airport. Currently, Delta, United, American, and Allegiant Airlines serve the market and fly to seven full time destinations and two

seasonal destinations. Increasing air service though adding more destinations and increasing capacity is ongoing issue for the region. There are a number of general aviation airports throughout the region.

The rail service into the area is limited. The Canadian Pacific short line that comes in from the east and dead ends just across the South Dakota-Wyoming border west of Belle Fourche serves as the principal railroad. It serves the bentonite clay industries located in western Butte County and other industries including agriculture production. The Burlington Northern/ Santa Fe Railroad do have line that runs through the southwestern portion of the region; however, this line is principally a coal line serving the coal mines in Wyoming.

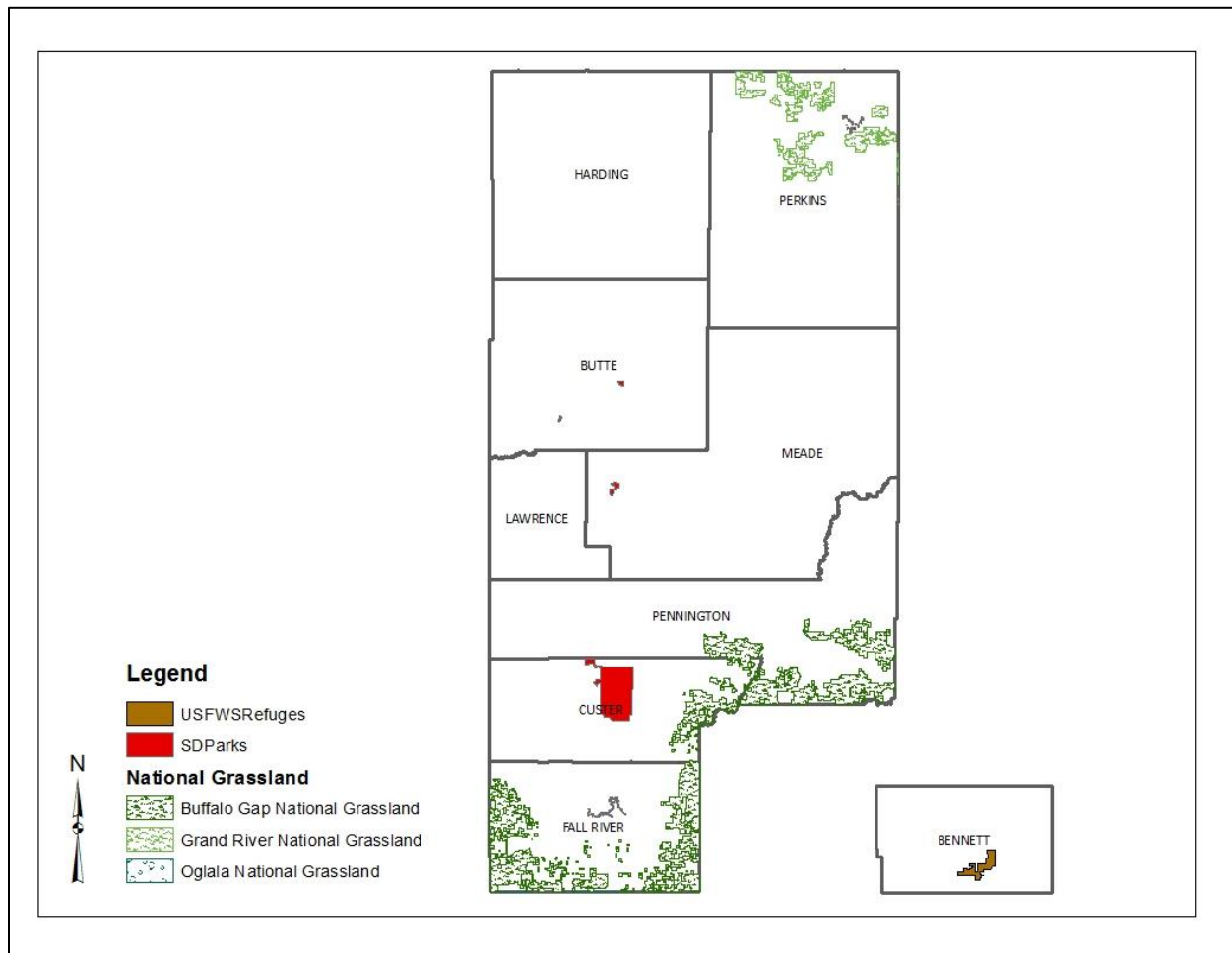
FIGURE 4: REGIONAL TRANSPORTATION MAP



Resources and the Environment

- ❖ National and State Parks and Monuments; National Forest & Grasslands; and National Wildlife Refuges
 - ✦ Harding County - Custer National Forest
 - ✦ Perkins County - Grand River National Grassland
 - ✦ Meade County – Bear Butte State Park, Bear Butte National Wildlife Refuge and Black Hills National Forest
 - ✦ Pennington County - Badlands National Park, Black Hills National Forest, Buffalo Gap National Grassland, Minuteman Missile National Historic Site, and Mount Rushmore National Memorial
 - ✦ Custer County - Black Hills National Forest, Buffalo Gap National Grassland, Jewel Cave National Monument, Wind Cave National Park, and Custer State Park
 - ✦ Fall River - Black Hills National Forest and Buffalo Gap National Grassland
 - ✦ Bennett County -(LaCreek National Wildlife Refuge

FIGURE 5: REGIONAL PARKS MAP



❖ Endangered or Threatened Species

County	Group	Species	Certainty of Occurrence	Status
Bennett	Bird	Crane, Whooping	Known	E
	Plant	Orchid, Western Prairie Fringed ¹	Possible	T
Butte	Bird	Crane, Whooping	Known	E
	Bird	Greater Sage Grouse	Known	C
	Bird	Sprague's Pipit	Possible Migration	C
Custer	Bird	Crane, Whooping	Possible	E
	Mammal	Ferret, Black-footed	Known	E
	Bird	Sprague's Pipit	Possible Migration	C
Fall River	Bird	Greater Sage Grouse	Known	C
	Bird	Sprague's Pipit	Possible Migration	C
Harding	Bird	Crane, Whooping	Possible	E
	Bird	Greater Sage Grouse	Known	C
	Bird	Sprague's Pipit	Possible Migration	C
Lawrence	Bird	Crane, Whooping	Known	E
	Bird	Sprague's Pipit	Possible Migration	C
Meade	Bird	Crane, Whooping	Known	E
	Bird	Tern, Least	Known	E
	Bird	Sprague's Pipit	Possible Migration	C
Pennington	Bird	Crane, Whooping	Known	E
	Bird	Tern, Least	Known	E
	Mammal	Ferret, Black-footed ⁴	Known	XN
	Bird	Sprague's Pipit	Possible Migration	C
Perkins	Bird	Crane, Whooping	Known Possible	E
	Bird	Sprague's Pipit	Possible Migration	C

*Black-footed ferrets have been reintroduced in the Badlands National Park
Source: US Fish & Wildlife Service (2012) Endangered species program.

E = Endangered

T = Threatened

C = Candidate

XN = Experimental/Non-essential Population

CH = Critical Habitat

PCH = Proposed Critical Habitat

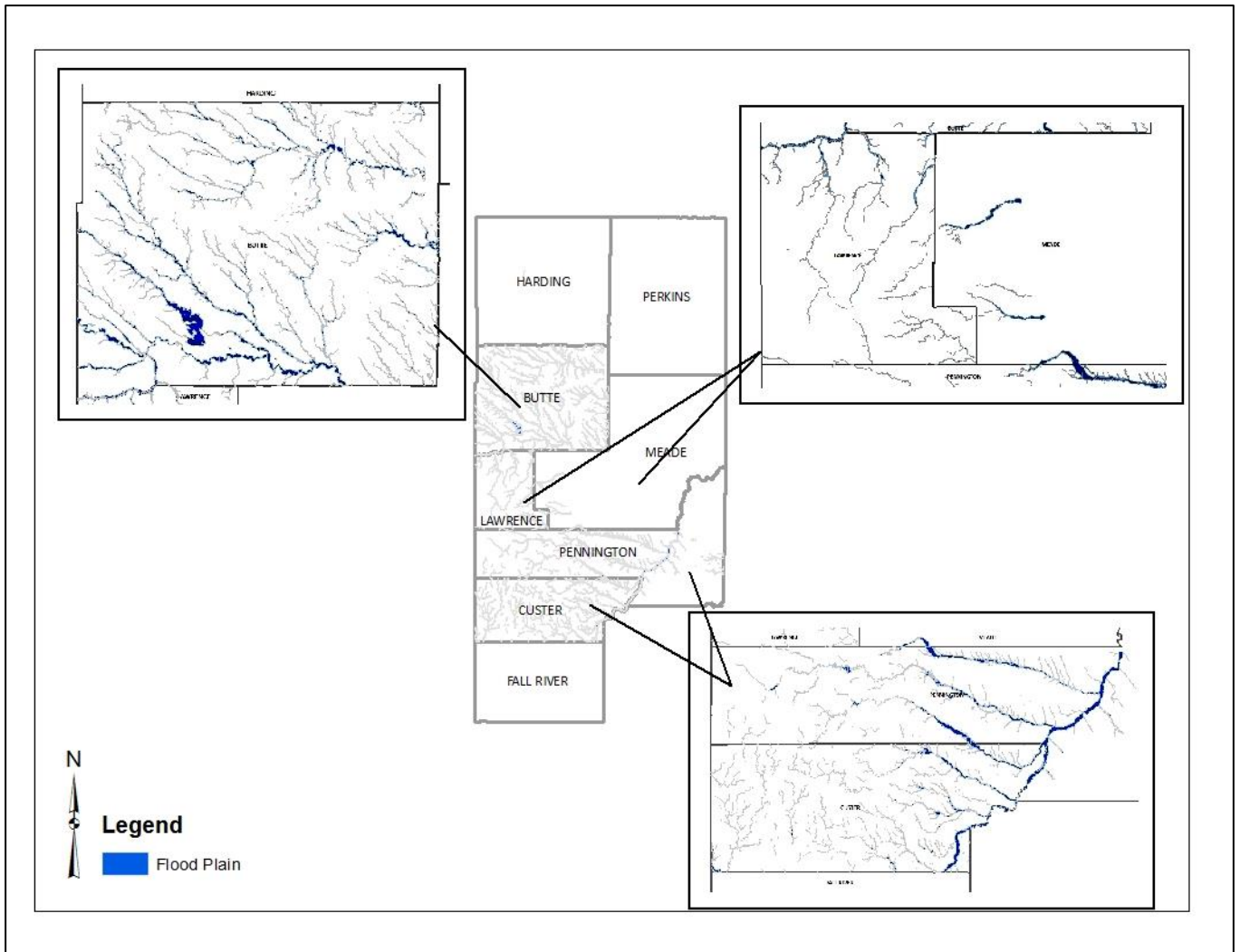
- ❖ Wild and Scenic Rivers Areas
 - ✦ NA
- ❖ USDA Prime/Unique Agricultural Land
 - ✦ NA
- ❖ EPA Superfunds Sites
 - ✦ Gilt Edge Mine
 - ✦ Ellsworth Air Force Base
- ❖ Hazard Chemical and Pesticides Manufactures
 - ✦ NA
- ❖ Sole Source Aquifers or Well Head Protection Areas
 - ✦ No sole source aquifers or well head protection areas have been identified in the district.
- ❖ Nonattainment Areas – Air Quality
 - ✦ NA
- ❖ Wilderness Areas
 - ✦ Black Elk Wilderness Area, Black Hills National Forest
- ❖ Wild and Scenic Rivers Areas
 - ✦ NA

❖ Significant 100-year Flood Plains

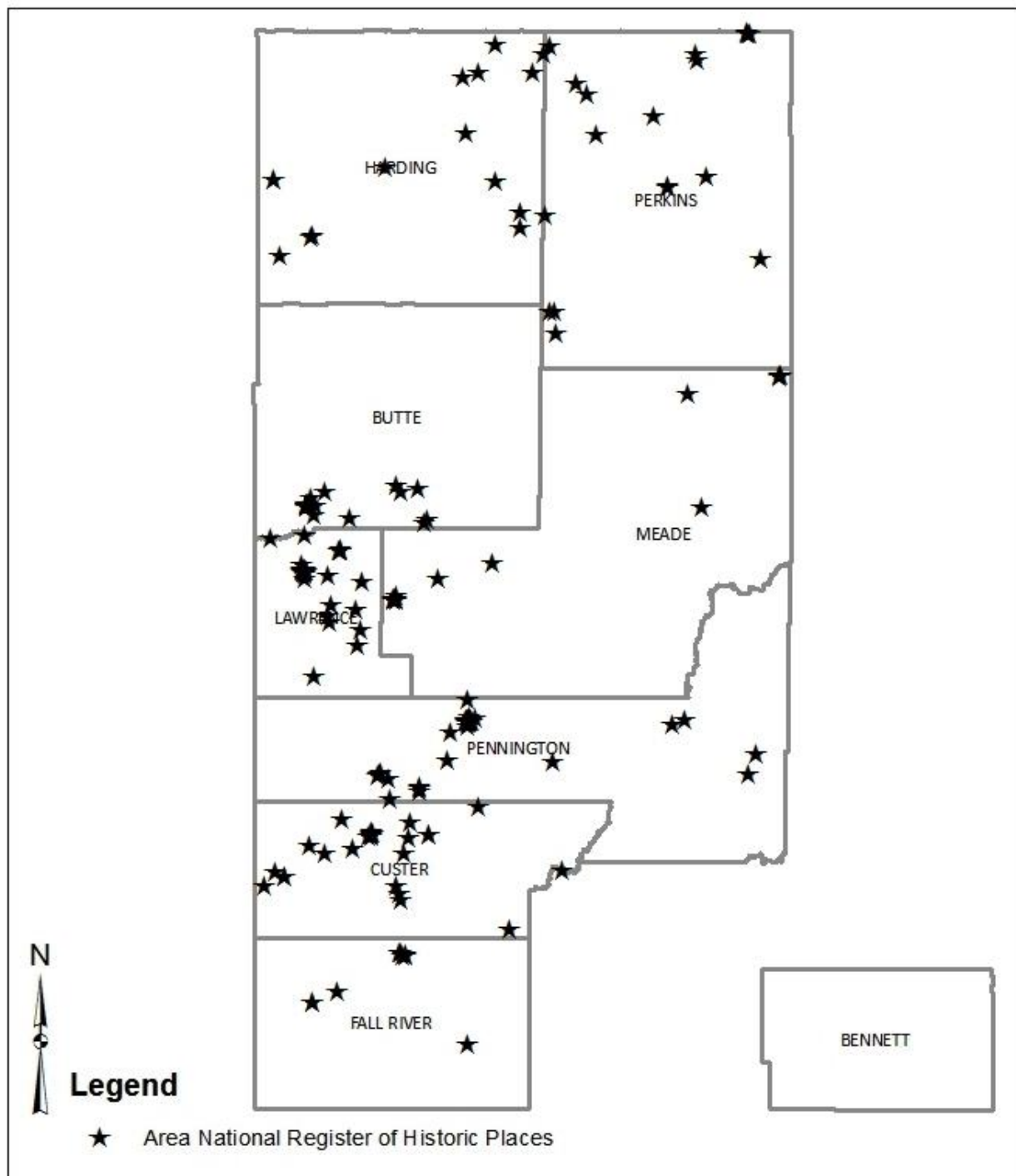
- ✦ Rapid Creek within Rapid City. The 1972 flood was a devastating flash flood with the loss of more than 200 lives. The City of Rapid City has purchase most of the 100-year flood plain or restricts the use of this property through zoning codes.

The Counties that have Federal identified floodplains are identified below:

FIGURE 6: FLOODPLAIN MAP



❖ Archeological, Historic, and Cultural Resources



CHAPTER III-ACTION PLAN

The CEDS Action Plan centers on regional priorities. The first section focuses on three regional goals and objectives that will serve as a roadmap to coordinate regional resources to achieve the greatest impact. The next section outlines strategic projects. The projects listed relate to one of the three regional goals and more specific objectives.

Goals and Objectives

Community Development Goal To strengthen our communities by enhancing the physical environment and public facilities.
Community Development Objective #1 Provide assistance to communities and entities for the development of infrastructure projects.
Community Development Objective #2 Provide assistance to communities and entities for the development of public facilities and buildings.
Community Development Objective #3 Provide assistance to local governments in developing community plans, ordinances, and regulations.
Community Development Objective #4 Provide information, data and technical assistance to local governments concerning items related to their community development needs.

REGIONAL DEVELOPMENT GOAL Promote regional collaboration efforts in regard to issues and projects that affect western South Dakota.
Regional Development Objective #1 Collaborate on regional projects that will have long term impact in the district as a whole.
Regional Development Objective #2 Promote regional development strategies.
Regional Development Objective #3 Improve intergovernmental cooperation and coordination

ECONOMIC DEVELOPMENT GOAL Improve the economic conditions and opportunities for all segments of the economy.
Economic Development Objective #1 Provide assistance to retain and expand existing businesses and industries.
Economic Development Objective #2 Provide information and technical assistance to communities and the region concerning items related to their economic development needs.
Economic Development Objective #3 Enhance public and private partnerships to address economic development needs in the region.
Economic Development Objective #4 Protect and promote the diversification of the region's agricultural economy.

Strategic Projects, Programs and Activities

Community Development Goal					
To strengthen our communities by enhancing the physical environment and public facilities.					
<u>Objective #1</u>					
<i>Provide assistance to communities and entities for the development of infrastructure projects.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Provide updated information on funding resources and requirements.	On Going	Medium	BHCLG	Membership	0
Provide technical assistance on application development and funding administration.	On Going	High	BHCLG	DENR USDA RD CDBG EDA	0
<u>Objective #2</u>					
<i>Provide assistance to communities and entities for the development of public facilities and buildings.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Provide updated information on funding resources and requirements.	On Going	Medium	BHCLG	Membership	0
Provide technical assistance on application development and funding administration.	On Going	High	BHCLG	USDA RD CDBG	0
<u>Objective #3</u>					
<i>Provide assistance to local governments in developing community plans, ordinances, and regulations.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Work with communities on updating and developing comprehensive plans, zoning ordinances and other land development regulations.	On Going	Medium	BHCLG	Membership	0
Work with communities on developing capital improvement plans.	On Going	Low	BHCLG	Membership	0
Work with communities on developing transportation, recreation, hazard mitigation plans, and other community facility plans.	On Going	Low	BHCLG	Membership	0

<u>Objective #4</u> <i>Provide information, data and technical assistance to local governments concerning items related to their community development needs.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Provide information on housing programs and identify housing needs.	On Going	Low	BHCLG	Membership SDHDA	0
Provide information on programs impacting emergency responders.	On Going	Low	BHCLG	Membership OEM	0
Provide information on programs that mitigate impacts from natural and manmade disasters.	On Going	Low	BHCLG	Membership OEM	0
Provide information on programs related to solid waste management, parks and recreation, and transportation.	On Going	Low	BHCLG	DENR SDGF&P SDDOT	0

Regional Development Goal Promote regional collaboration efforts in regard to issues and projects that affect western South Dakota.					
<u>Objective #1</u> <i>Collaborate on regional projects that will have long-term impact in the district as a whole.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Promote the expansion and improvement of all transportation systems.	On Going	Medium	BHCLG	Membership	0
Promote sustainable development of the region's natural resources with an emphasis on water management.	On Going	Low	BHCLG	DENR	0
<u>Objective #2</u> <i>Promote regional development strategies.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Promote tourism and cultural assets of the region.	On Going	Low	BHCLG	SD Tourism	5/yr
Provide assistance in developing the Sanford Underground Research Facility.	On Going	Low	BHCLG	GOED	3/yr
Provide assistance in maintaining the on-going operations of Ellsworth Air Force Base and insuring that compatibility issues are maintained at acceptable standards.	On Going	Medium	BHCLG	DOD	0

Objective #3 <i>Improve intergovernmental cooperation and coordination.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Identify and encourage the sharing of public services and facilities between all local units of government.	On Going	Low	BHCLG	Membership	0
Encourage multi-jurisdictional planning for growth and development.	On Going	Low	BHCLG	Membership	0
Identify opportunities for cooperation and collaboration between federal, state, local governments and tribal governments.	On Going	Low	BHCLG	Membership	0

Economic Development Goal Improve the economic conditions and opportunities for all segments of the economy.					
Objective #1 <i>Provide assistance to retain and expand existing businesses and industries.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Work with the State and local economic development organizations to identify needs of local business and opportunities.	On Going	Medium	BHCLG BHCED	GOED Membership	15/yr
Provide assistance to local and regional revolving loan funds.	On Going	High	BHCED WRFED	SBA USDA RD EDA	75/yr
Promote entrepreneurship and small business start-up by providing technical and information resources.	On Going	High	SBDC	SBA	60/yr
Objective #2 <i>Provide assistance to communities and entities for the development of public facilities and buildings.</i>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Partner with regional organization and local organizations to identify economic clusters.	On Going	Medium	BHCED	Membership	0
Partner with regional organization and local organizations to market the region and local economies.	On Going	High	BHCED	GOED Membership	0

Focus recruitment, expansion and retention efforts on growing industries that pay at or above the national average wage, with special attention on targeted industry clusters.	On Going	Medium	BHCED	GOED EDA	30/yr
Support workforce development programs and technical education programs aimed at improving the skill level of the labor pool.	On Going	High	CLC	SDDOL	0
<p><i>Objective #3</i> <i>Enhance public and private partnerships to address economic development needs in the region.</i></p>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Encourage local governments to plan for industrial and commercial development.	On Going	Low	BHCLG	Membership	0
Identify policies and tools that local governments and economic development groups can use to assist and encourage economic development.	On Going	Low	BHCLG	Membership Private	10/yr
<p><i>Objective #4</i> <i>Protect and promote the diversification of the region's agricultural economy.</i></p>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Est. Jobs Created /Retained
Recognize agribusiness as an economic asset to the region and a major sector of the region's economic base.	On Going	Low	BHCLG	Membership SDDoA	0
Identify potential value-added products and industries.	On Going	Low	BHCLG	SDDoA USDA RD	5/yr
Explore the opportunities for branding local agricultural products and other marketing strategies.	On Going	Low	BHCLG	SDDoA	0

CHAPTER IV-IMPLEMENTATION AND PERFORMANCE MEASURES

The Comprehensive Economic Development Strategy (CEDS) is mandated to contain a performance measures component and should be an element of an ongoing planning process. The evaluation should answer the questions of ***“How are we doing?”*** and ***“What can we do better?”*** Performance measures are to be an integral part of the evaluation process so that the progress of development activities can be identified in achieving the vision and goals of the CEDS.

The Black Hill Council of Local Governments CEDS Committee and Staff will be responsible for periodically evaluating the CEDS to ensure that regional economic development goals and objectives are being accomplished. The CEDS evaluation will be completed on an annual basis and any recommendations from the CEDS Committee will be incorporated into the annual CEDS update submitted to the Economic Development Administration (EDA). It is important to include broad and diverse regional participation into the CEDS evaluation process through the membership of the CEDS Committee.

This evaluation method will measure the performance and effectiveness of the CEDS and will include the following measurement criteria:

1. Number of projects, activities, and initiatives identified are implemented that led to public and private investment and jobs;
2. Number of state and/or federally funded investments submitted and/or approved for the period
3. Estimated number of new jobs created/retained in the region as a result of project(s);
4. Estimated amount of private sector investment generated by project(s); and,
5. Estimated amount of public sector investment generated by project(s)

CHAPTER V- DISASTER AND ECONOMIC RECOVERY AND RESILIENCY

Black Hills Council of Local Governments has been highly involved in the creation of individual Pre-Disaster Mitigation Plans for our member communities. Mitigation planning is essential to the region's ability to withstand and recover from disasters. Each county within the district has adopted a mitigation plan. The following framework outlines the region's progress in developing a disaster and economic recovery and resiliency strategy.

Phase I: Pre-Disaster Preparedness

❖ Engage in pre-disaster recovery and mitigation planning.

BHCLG assists its member communities in the development of Pre-Disaster Mitigation Plans, which assess hazard risks and establish mitigation strategies to reduce disaster impacts on people and property. Each community within the district has an adopted mitigation plan. In addition, each county within the district has a Local Emergency Management Plan, as well as an Emergency Manager who is responsible for the implementation of emergency and mitigation plans.

❖ Assess the community's risks and vulnerabilities.

Hazard risk and vulnerability assessments for each county and municipality are included in their Pre-Disaster Mitigation Plans. The predominate hazard risks for the region are from severe winter storms, severe summer storms, wildland fires, high wind events, flooding, and agricultural pests and diseases.

❖ Inventory and organize the community's recovery resources.

There are many resources to help the region recover from disasters, from the Red Cross to FEMA to EDA resources, which are outlined in the individual mitigation plans.

❖ Engage in business continuity planning.

Local Emergency Management Plans address government continuity in the event of a disaster. Pre-Disaster Mitigation Plans also establish strategies to ensure continued operations at critical facilities.

❖ Ensure there are resources available for the elderly and those with special needs.

Pre-Disaster Mitigation Plans provide for strategies to ensure that the elderly and those with special needs are assisted in the event of a disaster.

❖ Identify shelters.

Each county's Emergency Manager maintains a database of designated shelters.

❖ Identify recovery partners and the type of assistance and resources they can provide.

An important piece of any mitigation plan is the establishment of partnerships. These partnerships are typically created at the local level and identified in Pre-Disaster Mitigation Plans.

❖ Identify what recovery activities will take place immediately, short-term, intermediate, and long-term.

Disaster recovery activities typically fall within one of four phases: Preparedness Activities; Response Activities; Recovery Activities; and Mitigation Activities.

- ✦ Preparedness activities are the actions taken in advance of an emergency/disaster to plan, train, and equip responders. Examples of preparedness activities include, but are not limited to: first responder training to include interagency cross training; disaster exercises of both the emergency operations plan and all agencies; policy revision and review based upon exercising and actual events; emergency public information; and, mutual aid agreements.
- ✦ Response activities are the actions taken during or after an emergency/disaster to save lives, minimize damages, and enhance recovery operations. During the response phase priority is given to the protection of people, property and the environment. Detailed information on response activities is available in the County Emergency Operations Plans. These measures vary by disaster type but might include the following: search and rescue; activation of Emergency Operations Center; mass medical triage; quarantine; and, evacuation.
- ✦ Recovery activities are the actions taken over the short or long term to return to vital life support systems to minimum standards, or to return life to normal or improved level, including but not limited to the following examples: replacement of housing; rebuilding of roads and other damaged infrastructure; supplemental assistance; damage assessment; and mitigation of damages sustained.
- ✦ Mitigation activities are the actions that can be taken to eliminate or reduce the degree of long term risk including but not limited to the following examples: enforcing or adopting building codes; enforcing or adopting zoning ordinances; hazard vulnerability analysis; replacing or improving bridges and culverts; development and dissemination of a community evacuation plan; establishment of a communication chain.

❖ Develop and disseminate a community evacuation plan.

Each county's Emergency Manager maintains and disseminates local evacuation plans.

❖ Engage the community. Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.

During the development of mitigation plans the public is engaged. Each county's Emergency Manager is responsible for engaging the community in Emergency Operations Planning and the dissemination of plans.

❖ Establish a communication chain.

Each county's Emergency Manager is directly responsible for the development and implementation of emergency and disaster plans, organization, administration and operation of the local organization for emergency management, subject to the direction and control of the executive officer or governing body. The emergency management communication chain begins with the county Emergency Manager requesting assistance from South Dakota Office of Emergency Management either through the appropriate regional coordinator or State officer.

Phase II: Post-Disaster Planning and Implementation

❖ Disaster Assessment

In the event of a disaster, BHCLG is available to assist counties, cities, towns, and coordinate with State and Federal agencies to:

- ✦ Assess the nature and magnitude of the disaster.
- ✦ Assess the impact on the economy (business, industry sectors, labor market...etc.)
- ✦ Assess the impact on transportation and public infrastructure.
- ✦ Assess the impact on housing, schools, and health care facilities.

❖ Develop and/or Implement Recovery Timeline

Upon completion of the disaster assessment, BHCLG will partner with regional stakeholders and community leaders to:

- ✦ List and prioritize recovery activities to be performed.
- ✦ Identify resources (Federal, state, local, private sector) needed for each activity.
- ✦ Determine the level and type of assistance needed.
- ✦ Identify roles and responsibilities.
- ✦ Determine the timeframe for each recovery activity:
 - ✦ Immediate
 - ✦ Short-term (days)
 - ✦ Intermediate (weeks-months)
 - ✦ Long-term (months-years)
- ✦ Establish recovery benchmarks.

❖ Implement Recovery Plan (long-term recovery)

In order to accomplish recovery activities, BHCLG will assist affected communities:

- ✦ Identify business, economic and entrepreneurial rebuild initiatives.
- ✦ Identify workforce initiatives to employ workers and rebuild economy.
- ✦ Describe the Federal, state and local funding programs.

- ✦ Describe management plans to ensure the most effective use of Federal, state, local, and private sector funds.
- ✦ Prioritize redevelopment focus.
- ✦ Explore avenues to preserve and restore historic resources.
- ✦ Implement land development regulations.
- ✦ Offer assistance to small businesses.

Ongoing Mitigation Efforts

The purpose of BHCLG's ongoing mitigation activities are to: *Reduce or eliminate the risks to people and property from disasters, and to ensure economic resiliency in the event of a disaster.* On a continual basis, BHCLG works to achieve this objective by:

- ❖ Providing access to regional demographic, economic, and hazard vulnerability data.
- ❖ Establishing relationships with local and national officials and organizations that may provide data, funding, technical expertise and other resources to promote mitigation.
- ❖ Providing grant writing and technical assistance to member communities both for pre-disaster mitigation initiatives as well as post-disaster recovery activities.
- ❖ Providing knowledge of a variety of financing options comprising of regional, State, and Federal programs.
- ❖ Incorporating resiliency strategies into comprehensive development plans.
- ❖ Encouraging and promote educational programs related to mitigation.
- ❖ Developing ordinances and regulations that reduce disaster risks.

APPENDIX A- BHCLG 2013 BOARD AND STRATEGIC COMMITTEE

BHCLG BOARD LIST:

1. GOVERNMENT REPRESENTATIVES (51-65%)

Name	Government	Position
Rolf Kraft	Bennett County	County Commissioner
Gary Hendrickson	City of Belle Fourche	Mayor
Bill Griffith	City of Box Elder	Mayor
Rex Harris	City of Custer	Community Development Director (A)
Joe Peterson	City of Deadwood	City Council Member
Gloria Bennett	City of Edgemont	City Council Member
Mike Stahl	City of Lead	City Administrator (A)
Deb Russell	Fall River	County Commissioner
Daniel Ainslie	City of Sturgis	City Manager (A)
Don Devries	Hot Springs	Mayor
Charity Doyle	City of Rapid City	City Council Member
Jerry Wright	City of Rapid City	City Council Member

(A) – Appointed by Mayor

2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

A. Private Sector Representatives:

Name	Company / Enterprise	Position
Linda Rausch	Real Estate Office	Owner
Cal Geis	Geis Insurance.	Owner
Alan Aker	Alan Aker Inc.	Owner
Wayne Henderson	Henderson Ranch	Owner
Will Ottman	Ottman Ranch	Owner
Dean Wagner	Wagner Ranch	Owner
Amanda Scott	Dakota Block	Manager
Brandon Flanagan	Flanagan's Irish Pub	Owner
Doug Schmit	Mailworks Plus	Owner
Gayle Kocer	Bennett County Booster	Owner

B. Stakeholder Organization Representatives:

Name	Organization	Position
Linda Rabe	Rapid City Chamber of Commerce	President

Calculations:

	<u>Number</u>	<u>Percent</u>
1. Government Representation	12	54%
2. Non- Government Representation	11	46%
Private Sector Representative	10	
Stakeholder Organization Representatives	1	
Total	22	100%

CEDS Committee List:

1. PRIVATE SECTOR REPRESENTATIVES (At least 51%)

Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

Name	Position	Company
Ray Berberich	Designer/Owner	Berberich Design
James Bultsma	Realtor Manager	Heartland Real Estate
Casey Derflinger	SH Market Manager	First Interstate Bank
Bob Haiwick	Owner	Performanace Automatics
Richard Johnson	CEO/General Manager	West River Electric Association, Inc.
Charles Johnson	Owner	Johnson Electric
Kent Jordan	Loan Officer/Manager	First Interstate Bank
Dave Larson	Owner	Deadwood Dicks Hotel & Antique Mall
Heidi McBride	President/Manager	First Interstate Bank
Kelly Miller	Manger	Highmark Federal Credit Union
Ron Rossknecht	Owner	Rossknecht Appraisals
Bill Termes	Agency Manager	Black Hills Insurance Agency
Neil Vollmer	Manager	First Western Insurance

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS *(No more than 49%)*

Name	Area of Interest	Position
Bryan Walker	Spearfish Economic Development Corp.	Executive Director
Daniel Anslie	City of Sturgis	City Manager
Cindy Turner	Southern Hills Economic Development	Director
Ben Snow	Rapid City Economic Development	President
Harley Lux	City of Hot Springs	City Administrator
Pat Kurtenbach	Sturgis Economic Development Corp	President
Rex Harris	City of Custer	Community Development Director
Charles Turbiville	City of Deadwood	Mayor

Calculations:

	<u>Number</u>	<u>Percent</u>
1. Private Sector Representatives	13	61%
2. Representatives of Other Economic Interests	8	39%
Total	21	100%

ⁱ www.blackhillsmeansbusiness.com

ⁱⁱ 2007-2011 American Community Survey Estimates

ⁱⁱⁱ Ibid.

^{iv} 2010 US Census

^v 2007-2011 American Community Survey Estimates

^{vi} Ibid.